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13 September 1963

MEMORANDUM FOR: Assistant Director, OSA
Deputy Assistant Director, OSA
SUBJECT : OSA and the Programs Staff

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1. For the past two weeks I have climbed again to the vantage point of exterior OSA observation, which apparently is now seasonal to my career and more or less happens annually as a sabbatical or respite from the grind of daily activity. During the past few days I have worked with

[REDACTED] in "breaking him in" to the ways and wiles of the programming activity. Actually by design, I have been more of an observer to the Programs Staff activities than a participant in hopes that if Walt had to "fish and cut bait" for himself, he would more readily and more rapidly adjust to the swing of things about our fine gray walls. Although, I am sure Walt has experienced the frightful feeling that he had been pretty much out on a limb, I dare say that he has arisen to the occasion admirably and is well over his ears into OSA. The recent exercise these past few days in preparing the 1965 budget estimates forced him to accept the responsibilities of the office far sooner than normally would be expected. If the past two weeks can be counted as any valid measure of the days to come, then the programs of OSA are in good and capable hands and I have great confidence in the Staff's future.

2. I do not intend to make this paper the proverbial "swan song", but while I have this forum I would like to employ your indulgence while I make some gratis observations concerning OSA and its overall relationship to the Programs Staff. From the very outset in the formation and build up of the Programs Staff, I planned a more or less gradual weening process to convert the modus operandi previously employed by OSA to one which would rely upon the operation and functions of a Program Staff. I fully appreciated that many in this Division would not eagerly accept, concur in, or adopt the method of operation which requires such programming. I think that some success has been

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achieved in enforcing quietly the need and responsibilities of the Programs Staff upon the office. Like many people, however, who are afraid to accept the new and lay away the old, there still remains in OSA at least a passive resistance or indifference to the thought of a programming function. Unfortunately, the Programs Staff cannot work independently of the other Branches and Offices within OSA, and a successful programming operation can only be gained with the whole-hearted cooperation of each and every member of the OSA team. I have been unable, unfortunately, to achieve that goal of success. Monthly reports have been requested by the Programs Staff of the various contractors through [REDACTED] shop and also equipment and systems and production reports

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[REDACTED] Wendell has levied this requirement for funding reports and forecasts upon the contractors, but as yet we have received no response. The requirement to

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[REDACTED] which is now some two months old, for information regarding production schedules and equipment status has gone unanswered. Gentle and not so gentle reminders to John have also past unheeded. Whether or not John fully embraces the philosophy predinating a program staff, I am in no position to guess. I would like to think that his failure to date to provide the necessary reports is based solely upon the fact that he is undermanned and there just is not enough of John to attend the many meetings and prepare the various papers required by higher echelons.

This predicament, however, I was well aware of when I levied the requirement upon him, and as a remedy offered the services of [REDACTED] to do the necessary bird dogging throughout John's shop to gather the data required. Rather than leave

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[REDACTED] with this bundle of problems, I would like to solicit your support in shaking loose the information necessary for Programs to accomplish its tasks.

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3. The shortage of personnel I feel is not confined to [REDACTED] shop. We are somewhat like the Senators in suffering from lack of depth in many of our positions. Materiel, for instance, as well as Contracts for that matter, because of work load, must compartmentalize its personnel to handle specific programs. When travel or some malady prevents the presence of an individual, it is very difficult to find anyone else with the detail and continuity of the particular program in which one may be concerned. Returning once more [REDACTED], he is in dire need, as he has been for the past year, of an admin/staff type officer who can perform the necessary leg work and paper work demanded of

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that office and at the same time provide for some of the overall continuity that is immediately lost once [REDACTED] walks out. By the same token, from what I have experienced in recent months in working fairly closely with Wendell's people, is the fact that they are really over-burdened and with the growth of [REDACTED] programs, I see no relief from this situation, but rather a compounding of an already untenable workload. I honestly feel that OSA could do itself a considerable amount of justice by immediately concentrating on the deficiency of personnel in these offices and do something to rectify this situation as soon as possible. Rather than paint an all 25X1A9a gloomy picture, I am pleased with the way [REDACTED] has organized EAD and its activities. From the selfish point of view of the Programs Staff, [REDACTED] shop could 25X1A9a be held up as an example of the cooperation and coordination which the Programs Staff needs from other OSA components. Likewise, the Communications Staff is equally cooperative. Of all the programs in which we are presently engaged, Countermeasures and Commo have provided us with sufficient information to permit us to get a real handle on their 25X1A9a activities. I think [REDACTED] deserves a few kudos for this accomplishment.

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4. I do not want to leave the subject of personnel without stating that I think another two programmers are necessary for sufficiently rounding out the talents of the Staff. I would like to reopen the issue of transferring [REDACTED] to the Staff, where I am firmly convinced he can provide an essential link between programs and operations and at the same time permit OSA to enjoy the pleasure of some advanced planning without becoming mouse-trapped in the daily brush-fire activities. As [REDACTED] 25X1D0b and advanced aircraft programs get underway, I feel that a second officer will be required to perform the programming functions in behalf of these programs. As it now stands, the Staff is fairly well engaged in day-to-day activities and the absence of one programmer from the Staff radically disrupts the overall work load. The sooner these two additional bodies can be added to the Staff, the quicker Programs will be able to accomplish all the tasks of programming and forecasting in kind as well as in promise.

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6. While I am rambling on, I would like to make one final observation. I have observed during the past few months a weakening in the team spirit which OSA has been noted for since 1955. This undoubtedly can only be attributed to the past two years of shelling which we have received from the NRO and the gradual but steady erosion which has plagued our activities during this time. A good many of the Branch and Staff chiefs are now further removed from "being in touch" with the front office by the establishment of the D/FA and D/TECH. Although the cleanliness of management has been achieved by this reorganization, the sense of belonging to the "powers that be" has been erased. Ordinarily, this would not affect grown men of sound mind and body, however, when coupled with the events of the past two years as well as the internal reorganizations within the CIA, I submit that some effort should be made to permit occasional accessibility of the front office to these people. Such might possibly be accomplished by a monthly staff meeting, or more frequent as you so choose, with all Branch and Staff chiefs within OSA. This would permit them to hear from the "horse's mouth" the policy-type activities of late and general commentary of things to come. It could also provide a Captain's Mast, so to speak, and of course the reciprocal channel.

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